

United States Documents Iraq's Weapons, Links to Terror

On February 5, Secretary of State Colin L. Powell showed the U.N. Security Council declassified satellite photos and played intercepted tape recordings of Iraqi officials he said proved Iraq was hiding weapons of mass destruction and has ties to terrorists.

"Saddam Hussein and his regime have made no effort to disarm, as required by the international community," Powell said.

He showed drawings of trucks with mobile equipment for producing biological weapons, and photos of a bunker that he said had been emptied of chemical weapons days before a visit by U.N. inspectors.

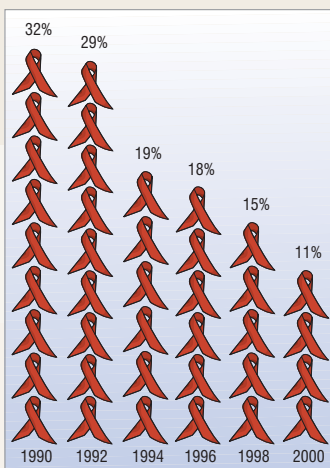
The Security Council meeting, broadcast around the world, also heard a tape recording of what Powell said was an Iraqi general ordering another officer to delete all mention of "nerve agents" from wireless communications.

Powell said Iraq is sheltering a follower of Osama bin Laden—Abu Musab Zarqawi—who Powell said ordered the "despicable" murder of USAID's Laurence Foley, "whose sole mission was to assist the people of Jordan."

Powell said hard drives from Iraqi computers involved in nuclear, chemical, and biological weapons programs were hidden before inspectors' visits and Iraqi scientists were ordered to hide related documents in their homes. ★
www.state.gov/p/nea/disarm

AIDS PREVALENCE DECLINES IN UGANDA

Percentage of pregnant women who tested HIV positive at antenatal clinics



This graph shows the trends in HIV prevalence among pregnant women in Kampala, Uganda, 1990–2000. Similar trends have been seen in other populations. USAID has been the lead donor in Uganda since the late 1980s, employing the "ABC" strategy: Abstain, Be faithful, or use a Condom.

Source: STD/AIDS Control Program, Uganda 2001 HIV/AIDS Surveillance Report

Bush Announces \$15 Billion AIDS Relief Plan

The United States will dramatically increase spending on the global fight against HIV/AIDS with a \$15 billion Emergency Plan for AIDS Relief, announced President Bush in his State of the Union speech January 28.

The money will be spent over five years in 14 heavily affected countries of Africa and the Caribbean, where most of the world's 40 million infections are found.

The initiative includes \$10 billion in new funding that the President will seek from Congress in an effort to prevent 7 million new infections in the target countries and care for 10 million HIV-infected individuals and AIDS orphans.

The relief plan also will provide anti-retroviral drugs for 2 million HIV-infected people. AIDS drug costs recently fell from an average of \$12,000 per year to \$300 per year in developing countries, but only 50,000 people receive

the drugs in Africa today. The United States announced on December 20, 2002, that it would permit poor countries to override patents on drugs to fight HIV/AIDS and other epidemics.

The \$15 billion plan triples the current U.S. commitment to fighting HIV/AIDS globally. Funding begins with \$2 billion in FY 2004 and includes \$1 billion for the Global Fund to Fight AIDS, Tuberculosis, and Malaria.

To coordinate all U.S. participation in international HIV/AIDS programs, the President will name a Special Coordinator for International HIV/AIDS Assistance at the State Department. The nominee will be confirmed by the Senate.

The 14 countries targeted by the new plan are Botswana, Ivory Coast, Ethiopia, Guyana, Haiti, Kenya, Mozambique, Namibia, Nigeria, Rwanda, South Africa, Tanzania, Uganda, and Zambia. ★
www.usaid.gov/about/hivaids

"We're here not just to integrate communications and coordinate across agency lines, but also to raise awareness within the White House of global opinion and the global media climate."



TUCKER A. ESKEW

Director, White House Office of Global Communications
 Foreign Press Center, Washington, D.C.
 January 24, 2003

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Bengali Imams Study Rights

DHAKA, Bangladesh—Although Muslim clerics may rail against American influence in some countries, 200 imams in Bangladesh were so impressed with a tour of U.S. development projects that the USAID mission in Dhaka was asked to offer instruction on human rights and women's issues to thousands of the country's 200,000 imams.



Bangladesh, a moderate Islamic country of 135 million, recently required all its imams take a 40-day retraining program to provide them with modern views of society, education, tolerance, and even agriculture and health.

"The imams have been memorizing things to be imams," Saifur Rahman, Minister of Finance and Planning, told *FrontLines* in December. "But they need to learn about human rights. We would like to see that imams have more worldly views. They must be up to date and come into the mainstream."

▼ SEE IMAMS ON PAGE 11

MONKS AS CHANGE AGENTS



Monks from the Kien Kes Temple in Cambodia attend the funeral of a woman from the community who died from AIDS-related complications. With USAID training, these monks are helping communities overcome their fear of AIDS and meet the needs of their neighbors living with HIV/AIDS. Before the funeral procession began, one monk called out to the community, "Come and join us, come with us, we are burying one of our own." Globally, USAID is working with community and faith-based groups to care for people living with HIV/AIDS, provide support for their children and families, and prevent new infections.

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U.S. Offers Support to Emerging Independent Media

As independent media struggle to take root since the end of the Cold War, USAID and the State Department continue to offer strong support in the form of training, exchange visits, advice, and even equipment for newspapers and broadcasters.

Despite U.S. help, the independent press faces an uphill struggle. Newspapers have been shut down, journalists and publishers threatened or jailed, and newsprint denied to government critics. Governments, business figures, the military, rebel groups, and religious extremists are often intolerant of alternative views. Independent media have become targets of racists, terrorists, ethnic tribalists, criminal syndicates, drug gangs, and political strongmen in too many countries.

In many developing countries, the economy is too weak to support advertising—the mainstay of most independent media in the United States and Europe. When media can't pay decent salaries or expenses, corruption may result. Influential people and officials can kill bad news or place "puff pieces" by paying media owners or journalists who are hard pressed to pay their bills or feed their families.

In Nigeria, Ethiopia, and Guinea, some reporters can't afford phone calls, modern computers, photocopying, or even bus fares to cover stories.

During the Cold War, the U.S. government pierced the Iron Curtain with objective news via the Voice of America, Radio Free

Europe, and Radio Liberty. Some of those broadcasts continue, including the new Arabic-language Radio Sawa.

But since communism collapsed and many former one-party states now hold multiparty elections, USAID and the State Department are attempting to help countries move toward democracy by supporting the formation and training of independent newspapers and radio and television stations.

State and USAID media programs have four major aspects, according to John Langlois, Senior Media Advisor with the Agency's Office of Transition Initiatives:

Journalism education—U.S. media professionals go overseas to train journalists and publishers on reporting styles, accuracy, balance, fairness, gathering information, writing clearly, separating commentary from reporting, protecting sources, and covering sensitive issues such as ethnic and religious conflict. Foreign journalists also visit U.S. newspapers and broadcast stations to observe how the free press operates.

Business development—To help emerging independent media escape the control of government or business groups, U.S. programs teach media owners and managers about advertising, marketing, and financial management.

Legal protection—U.S. aid helps draft media laws that can protect the ability of the press to cover governmental and other



Photo by Dominic Medley for Internews

Afghan men at a market buy, sell, and listen to radios, the main means of communication in the country. USAID has given \$1 million to the nonprofit Internews organization to train and equip radio journalists, and has provided Radio Afghanistan with satellite equipment and access to shortwave transmitters to extend Radio Kabul to the entire country.

topics without fear of harassment.

Professional associations—Media support funds help journalists, editors, and media owners form groups that protect members, raise standards, and win access to public documents and officials.

U.S. assistance also may buy presses, transmitters, broadcasting equipment, and newsroom computers.

Because many countries—from Russia

to Burkina Faso—have for years lived without independent media and competing views, the emergence of a free press is an evolutionary process that will take decades, not years, said Peter Graves, Senior Media Advisor for the Bureau for Europe and Eurasia. ★

www.usaid.gov/hum_response/oti/focus/media.html

BULGARIAN MEDIA HELPED WITH HEROIN INVESTIGATION

When an independent weekly magazine in Bulgaria heard that Osama bin Laden was shipping heroin across Bulgaria into Europe, it turned to USAID for help in covering the story.

Bulgaria lies in a region—stretching from the Adriatic to the Black Sea—affected by the Yugoslav civil wars and a lack of strong governmental control over corruption and transportation. After the attacks of September 11, 2001, rumors spread that "mules"—or people carrying Afghan heroin—were being sent by bin

Laden across Bulgaria to raise money for his terrorist campaign.

The weekly newsmagazine, *168 Hours*, needed help investigating these reports. A USAID-funded media advisory contractor, IREX, helped the weekly pay for staff to track the heroin story and supplied three weeks of training in investigative reporting, fact checking, and developing online computer resources.

The story, when it broke in April 2002, led to investigation of government officials.

INDONESIAN MEDIA GETS OTI SUPPORT

USAID's Office of Transition Initiatives (OTI) supports 50 Indonesian radio stations with training that helps journalists understand and cover political issues, better equipment to expand their field reporting, and legal assistance to secure freedom of the press.

OTI funded Indonesia's first televised political party debates on economic issues and helped jumpstart the country's first radio talk show dedicated to gender issues. U.S. media support programs also

help civil society groups use media to stimulate public discourse and provide information necessary for informed decisionmaking.

"Media is important because of its role in covering conflicts and fueling conflicts," said an Indonesian journalist receiving the training. "For example, I am Muslim. If I always covered stories and took the side of the Muslim people in the story, I wouldn't be objective."

VOA-USAID JOURNALISM PROJECT THRIVES IN ANGOLA

After decades of war, repression, and control of media in Angola, USAID's partnership with the Voice of America (VOA) provided \$4.2 million to develop news programs and train journalists to report and produce fact-based programs.

The result is *Linha Directa*, *Linea Abierta*, a daily, 30-minute news magazine show listened to by nearly 60 percent of Angolans, a country of about 10 million people that is twice the size of Texas.

VOA's Portuguese-to-Africa Service runs the program. As its Chief, Neils Linqvist, said, "When we started, the program concentrated on coverage of the war,

but at the same time established itself as a voice for the voiceless and a forum for civil society."

Linha Directa now covers previously off-limits topics such as HIV/AIDS, oil and diamonds, the economy, health, politics, women's issues, and democracy.

Angolan journalist Amelia Mendes said, "Our program tells the truth and allows everyone to hear it. This is our contribution to democracy."

Besides producing a top-rated show, the USAID-VOA program has resulted in the training of scores of journalists, including those who work for the program.

COMMUNITY RADIO GETS BOOST IN HAITI

To assist the small community radio stations that reach most of the 6 million Haitians living outside cities, USAID last year began working with about 20 stations, boosting their technical level at first and later working on journalistic skills. Another 20 stations will be helped in 2003.

These small stations generally can't get advertising revenue because the economy is so weak. However the Agency, working through Creative Associates International, Inc., is providing some training on how to get contributions from donors, local governments, and other sources. In return, the stations would run public service announcements about important programs and activities. They also broadcast news and some discussion.

The USAID mission in Port-au-Prince began the project by assessing radio stations' needs, said Mark Koenig of the Bureau for Democracy, Conflict and Humanitarian Assistance. It is to spend from \$2.6 to \$3.5 million over two to three years.

Some stations received transmission equipment and production equipment while others had their antennas raised. "Recently we started to train the community radio journalists how to do their job better—journalism training," said Koenig.

The next step is to work with two rival journalism associations to help them work together on issues such as legal and physical protection for reporters and broadcasters.

PARTNERSHIP PROFILE: THE PEACE CORPS

Peace Corps Director Gaddi Vasquez told employees at a USAID/Washington forum hosted by the Hispanic Employee Council for Foreign Affairs Agencies on January 15 that the agencies—both founded in the early 1960s—enjoy a close relationship because USAID officials and Peace Corps volunteers share a common love of development work.

Over the past 42 years, a significant number of Peace Corps volunteers have gone on to careers at USAID or the State Department. But now, Vasquez noted, a two-way street is emerging: “We are seeing a trend in former Peace Corps volunteers retiring from their development careers at USAID and returning [to the Corps].”

Over its 42 year history, the Peace Corps has attracted some 168,000 volunteers who have served in 135 countries. Today, there are 7,000 volunteers in about 70 countries. Thirty more countries have requested Peace Corps programs.

And President George W. Bush has announced an initiative to double the number of volunteers over the next five years.

The task is well underway, made easier by a 15 percent increase in the number of Peace Corps applicants between 2001 and 2002.

Vasquez said he hopes to widen the diversity of volunteers: “The Peace Corps has embarked on a new marketing and strategic recruitment effort to reach out to people of all backgrounds—the Asian community, the African American community, the Hispanic community, older Americans, married couples, and single people—so as we go about our work overseas, we are more diverse, more like the real United States of America.”

The Director also remarked on the increasing numbers of couples and older Americans applying: “We are seeing a surge in retiring Americans from other walks of life who have decided to no longer ignore unmet



Peace Corps Director Gaddi Vasquez addresses a USAID audience filled with former Peace Corps volunteers.

needs in the developing world. There is no age limit to service in the Peace Corps—we welcome you at any age!”

Though Vasquez noted that the Peace Corps wants to place more volunteers in Muslim countries, he added: “If we cannot deliver a safety and security structure, then we are not going in.” He suspended the Peace Corps program in Jordan last fall, after the assassination of USAID Executive Officer Laurence M. Foley Sr., himself a former Peace Corps volunteer.

Vasquez said that former volunteers “left a positive, lasting legacy—set the mark, left imprints for others to follow—in sustaining this grand vision, this great experiment.” ★
www.peacecorps.gov

USAID FUNDING FOR PEACE CORPS PROJECTS

Since 1985, USAID has provided millions of dollars in grant funds and technical assistance for low-cost, grassroots development efforts that are directly administered by Peace Corps staff and volunteers. Over the years, the joint Small Project Assistance program has funded thousands of small-scale, self-help projects designed to stimulate economic growth and agricultural development, improve health and HIV/AIDS treatment, protect the environment, and provide education and training. In FY 2002, USAID provided \$1 million in funding for the program.



“As a 20-year-old Peace Corps volunteer in rural Niger in the 1960s, I got my very first dose of what development was all about. Wow! What a life-changing experience. Ever since then, I have been committed to promoting low-cost, high-impact health interventions to improve the health of mothers and children in the developing world.”

JOYCE HOLFELD, Bureau for Global Health



“After two years as a Peace Corps volunteer from 1964–66 in Côte d'Ivoire, I ended up working for 15 more years in Francophone Africa, learning a new culture and mastering a foreign language. My Peace Corps experience set the stage for a career with USAID...any success of which can be attributed to confidence first gained while developing human relations in a remote village.”

STEPHEN GRANT, Bureau for Africa



“As a Peace Corp volunteer in Chile from 1968–70, and later as Associate Peace Corps Director and Deputy Director in Colombia and Costa Rica from 1974 to 1979, I saw the Peace Corps' presence transform dreams into reality. During my subsequent career at USAID as a Housing and Urban Development Officer in various capacities in Ecuador, Guatemala, and Washington, D.C., I put those experiences to work, assisting poor people to obtain community investment funds from public and private sectors. Both Peace Corps and USAID fulfilled my dreams for a rewarding career in sustainable development.”

SONNY LOW (right), Bureau for Economic Growth, Agriculture and Trade

Notes from Natsios

★★★★★★★★



The events of September 11 demonstrated, as never before, the threat that failed and failing states pose to U.S. national security.

President Bush made this very clear when he stated in his National Security Strategy in September, 2001, “weak states, like Afghanistan, can pose as great a danger to our national interests as strong states.... America is now threatened less by conquering states than we are by failing ones.”

USAID is no stranger to failing states. Two-thirds of the countries where we have programs have suffered violent conflict within the past five years. Many will suffer it again.

The officers of this Agency have been on the frontlines of complex humanitarian emergencies for years. We have seen the terrible costs conflict imposes on people, nations, and development. The Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA) has as its primary mission dealing with failed and failing states. To that end, we have established the Conflict Management and Mitigation Office.

The Lessons of Failed and Failing States

The first lesson of failed and failing states is the need to understand their dynamics. No two are exactly the same, although we do see recent patterns. Our responses must fit each situation. We must take great care that our interventions do no harm.

Second is that failed and failing states are invariably the product of weak, dysfunctional, or predatory governments. Any solution must begin with improving the quality of governance. There is no substitute for good political leadership and genuine democracy. Third is the high cost of failure. Complex humanitarian emergencies have increased dramatically since the Cold War ended. As the world leader in humanitarian aid we have to respond. Since 1999, the United States spent more than \$1 billion on Sudan and \$1 billion on Afghanistan—that was even before the attacks of 9/11.

Fourth is the need to develop a coherent, integrated strategy for each crisis, using the programs and funding sources within DCHA and the appropriate regional bureaus.

Putting These Lessons to Work

In Burundi, where the threat of inter-ethnic violence is very high, OFDA, FFP, OTI, PVC and the DG Office have joined the Bureau for Africa to support the transition government, encourage responsible media, promote civil society and economic growth, and provide basic food security.

The Ferghana Valley is one of the most volatile regions in Asia. To reduce tensions there, our regional mission in Almaty is working with local NGOs and ethnic groups in villages along the borders to help craft common approaches to water, land, and social service problems. These projects reinforce at a local level what our economic development and democracy programs seek to do at the national and regional level. ★

Peruvian Stamp Promotes Girls' Education

LIMA—Peru has created a postage stamp honoring girls' education after a campaign by a U.S.-assisted group of advocates, educators, and officials. The stamp shows smiling children on the petals of a flower and a motto that translates "If our girls blossom...our country blossoms." Under the flower is the word *analfabetismo*, which means "illiteracy."

The Postmaster General of Peru announced he would release the new stamp in early 2003, in part to honor the National Network for Girls' Education (FLORECER), a group of 25 organizations that includes government ministries, the private sector, and local and international NGOs.

FLORECER made a major contribution toward granting girls equal rights and access to education when it drafted and presented a bill to the National Congress for the promotion of girls' education in rural areas. The bill, passed into law in 2001, sets a five-year timeline for achieving universal primary enrollment in rural areas.

FLORECER was created out of an initiative by USAID's Office of Women in Development to increase rural girls' access to primary school. Although USAID's financial support has ended, FLORECER continues to advocate on behalf of rural girls. ★



Women's Development, A Key to the Future

The Women in Development (WID) Office supports the Agency's progress in making development more effective as well as more equitable.

"We will not achieve our development goals unless the entire Agency takes the roles of both women and men into account in development programming," said Administrator Natsios.

WID Office Director Katherine Blakeslee, sees her office as a catalyst. WID helps build capacity to address gender in USAID mission programs throughout the world and helps meet Agency requirements for gender analysis in the development of strategic plans.

An important aspect of the office's work is identification of gender dimensions in most cutting-edge development challenges—including HIV/AIDS, economic globalization and trade, the information communications technology revolution, trafficking in persons, and the continual flare-up of internal conflicts.

Significant gender dimensions persist in such long-standing challenges as the elimination of poverty and the provision of education and basic healthcare.

WID announced in October 2002 the award of a five-year \$240 million agreement with six contractors for quick-response short- and long-term technical

services, training, research, communications, and outreach to support gender integration throughout the Agency's programs.

This indefinite quantity contract (IQC) affords missions and Washington, D.C., operating units a mechanism through which they can execute their own task orders to meet specific requirements.

The IQC can deal with issues such as the barriers women face in regional cross-border trade; gender-based violence in schools; the role of gender inequality in the HIV/AIDS epidemic; women in agro-industry, the social and economic aspects of demand for girls' education; women's legal rights to property; inheritance, and civil liberties; and the vulnerability of women and girls to human traffickers.

Beginning in 1974, USAID was one of the first bilateral donor agencies to focus attention on the importance of women's role in development. This commitment continues in the new millennium. ★ www.usaid.gov/wid

WOMEN IN DEVELOPMENT

The Office of Women in Development's activities cut across all areas of USAID's work. Four priorities are emphasized:

- ◆ reducing gender-based constraints to economic growth
- ◆ mobilizing local constituencies to improve girls' education
- ◆ strengthening protection of women's legal rights
- ◆ increasing integration of gender considerations in USAID's programs

In FY 2002, WID had a budget of \$11 million.

West African Women to Get Trade Help

West African women have long engaged in cross-border trade, but the growth of their businesses has been limited by gender-specific barriers. Women often lack credit, and may not have title to property or other assets needed as loan collateral.

Women traders also often lack the skills and knowledge needed to compete in modern, technologically advanced markets and to comply with laws and regulations. With the growth of globalization, the capacity to compete in emerging trade markets has become even more critical.

A 30-month joint venture between the Bureau for Economic Growth, Agriculture and Trade, Office of Women in Development (WID), and the West Africa Regional Program will identify and reduce barriers to trade faced by businesswomen in seven countries. Women entrepreneurs will be linked to new resources that will enhance their international business skills and position them to participate more fully in new trade opportunities.

The current initiative will begin with an analysis, supported by WID, of regional flows of products traded by women, laws and regulations governing trade activities, and procedures for starting, operating, and expanding businesses.

International Business Initiatives will carry out studies in selected West African countries. Study results will help public and private stakeholders lobby for relevant policy and institutional changes for improving the business climate for women. ★

www.usaid.gov/regions/afr/country_info/warp.html

Fighting Slavery and Human Trafficking

Since hundreds of thousands of people in countries that receive U.S. aid are bought, sold, or pressured into prostitution and slavery each year, the Agency has developed a strategy for the economic, legal, and moral fight against trafficking in human beings.

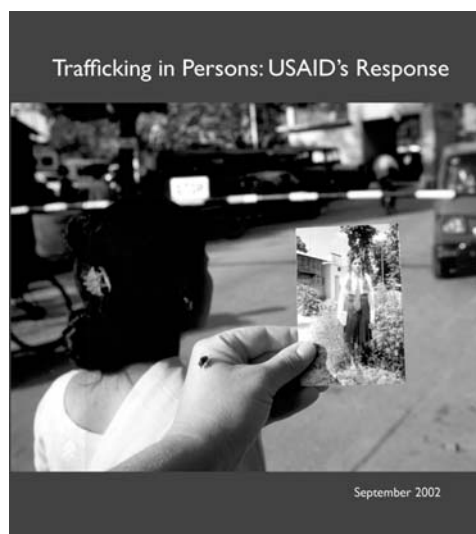
The new strategy, which is expected to be released shortly, will help draw attention to the dark and terrifying corners of the world where children toil in sweatshops and girls spend their youth in brothels.

USAID's Office of Women in Development leads the Agency's antitrafficking efforts.

Most people who are bought or sold into bondage are women and children. They become commodities, working as bonded laborers, prostitutes, maids, or child soldiers.

Trafficking is both an abuse of human rights and a development problem. Poverty, conflict, political transition, and inadequate educational and economic opportunities for women and girls help ensure a steady supply of desperate individuals and families on whom traffickers prey.

Missions in countries where trafficking is a serious problem should support direct



A description of USAID's FY 2002 efforts to combat trafficking can be found in this publication www.usaid.gov/wid/pubs/trafficking_pub_final.pdf

antitrafficking activities that are linked to economic development, good governance, education, health, and human rights programs, the new strategy states.

To combat trafficking, USAID is:

- ◆ collecting information on its scope, patterns, and routes

- ◆ promoting public awareness of the issue and its dangers
- ◆ expanding economic opportunity, girls' education, and information on legal rights
- ◆ supporting shelter, legal aid, vocational training, and social integration for those trafficked into child labor, prostitution, and other forms of slavery

The Victims of Trafficking and Violence Protection Act of 2000 requires the State Department to submit to Congress each year a list of countries of origin, transit, or destination for victims of "severe forms of trafficking."

Beginning next year, countries listed by the State Department as failing to make significant efforts to meet minimum standards to end severe forms of trafficking are subject to a cutoff of nontrade, nonhumanitarian aid, unless granted a waiver for U.S. national security reasons.

In 2001, President Bush established the Interagency Task Force to Monitor and Combat Trafficking in Persons. USAID assistance to fight trafficking has grown from over \$6 million in 2001 to more than \$10 million in 2002. ★

FROM GHANA TO PHILADELPHIA

Fashion designer Salma Salifu of Accra, Ghana founded her business in 1992 with only one sewing machine. Her firm was employing 10 seamstresses when she took USAID-supported information technology training.

Training "has changed everything—it has been instrumental in helping me expand my business," she said.

After that training, she purchased a computer, established an internet account, and began to communicate with and send photographs of her products by e-mail to potential customers.

Recently, a Philadelphia company signed a contract for her clothing after seeing samples.

Now, Salifu is moving her business to larger quarters and projects hiring another 40 seamstresses.

Her designs have also been featured in boutiques in Washington, D.C., and Baltimore.

AFGHANISTAN—The United States has begun installing a set of communications systems throughout Afghanistan that will connect remote areas to the capital and other regions.

The \$290,000 USAID initiative will link the Afghan government in Kabul with its 31 provincial governments through a radio network.

For the first time in the country's history, the central government will be able to communicate directly with all of the provinces—a major step in the stabilization of the country and an enormous benefit to the average Afghan citizen who will gain from a more efficient and better connected government.

USAID is funding the purchase of equipment and training of personnel. The Ministry of Communications is funding operational costs, including maintenance and repair in Kabul and the provinces. The equipment—high-frequency radio sets—can send voice messages, e-mails, and scanned documents.

"It is vitally important that the central government establish its connections with provincial authorities, and this project will greatly facilitate this," said Craig Buck, USAID/Afghanistan Mission Director.

The first phase of the project began in mid-December 2002 with the training and installation of radio sets in Kabul and in the provinces of Khost, Paktia, Paktika, Bamyan, Nooristan, and Kunduz. Two of these provinces—Paktika and Nooristan—had never been directly connected to Kabul.

ALBANIA—The Electricity Regulatory Authority of Albania and the Indiana Utility Regulatory Commission signed a memorandum of understanding January 17 to aid Albania in restructuring and reforming its energy sector.

The agreement, funded by USAID, helps to strengthen a relationship between the Indiana commission and the Albanians that started in 2002.

"This cooperation is essential in enabling Albania to develop and implement a

national energy policy and strategic plan, and in focusing other donor efforts on supporting more comprehensive sector reform," said Robert Ichord, Chief of the Energy and Infrastructure Division of USAID's Bureau for Europe and Eurasia.

"This work is not only a priority for Albania's economic and social development but is also a key link in the new electricity market initiatives being implemented in southeastern Europe."

BRAZIL—After recent flooding in the Brazilian state of Minas Gerais, USAID announced it is providing \$50,000 for the local purchase of relief supplies to *Servico Voluntario de Assistencia Social*, the primary Brazilian NGO in the state. Among relief supplies to be purchased are emergency food and blankets.

According to Minas Gerais officials, the flooding killed 45 people, injured 98, displaced more than 16,000, and damaged or destroyed more than 8,500 homes.

Since January 16, heavy rains have caused extensive flooding throughout the southeastern states of Rio de Janeiro, Espirito Santo, São Paulo, and especially Minas Gerais, where the government has declared a "state of public calamity" for 33 municipalities.

MEXICO—In response to the earthquake in Mexico on January 21, USAID quickly provided \$100,000 to the American Red Cross for the local purchase of emergency shelter supplies, food, blankets, hygiene items, and other relief supplies.

"I am pleased that the U.S. responded so quickly following this terrible disaster. USAID-trained disaster teams were on the ground hours after the earthquake, helping to prevent further death and destruction and assessing the damage so that appropriate assistance could be provided," said Paul White, USAID/Mexico Mission Director.

The quake hit at 8:07 p.m. local time with a magnitude of 7.8 on the Richter scale. The epicenter was in coastal Colima, in west-central Mexico. Tremors were felt in

Mexico City, and in the states of Jalisco, Puebla, and Tlaxcala.

The earthquake killed 28 people, injured at least 350, and affected 30,000 others. It damaged or destroyed nearly 9,000 homes and disrupted electricity and telecommunications services.

A three-person USAID team conducted damage assessments, and a USAID-trained Mexican search-and-rescue team from Guadalajara was sent to Colima.

MOZAMBIQUE—Top executives from several U.S. corporations have volunteered to mentor at least 16 Mozambican businesses over the next two years under an agreement signed January 20 by USAID, the U.S. executives, and Mozambican government and business officials.

Board members, executives, and chief executive officers from Cargill, Chiquita Brands, General Mills, Liz Claiborne, McKinsey & Co., and other U.S. corporations will help their African counterparts to identify business opportunities, understand market segmentation, and size up the competition.

The U.S. executives will also help the Mozambican business owners create new business linkages and establish business relationships with other U.S. companies.

The international NGO TechnoServe will receive a grant of \$750,000 from USAID to administer the program.

At least two Mozambican businesses from the following industries will be selected to participate: document processing, ecotourism, flowers, fruit, cashews, textiles, oilseed, and wood products.

"This program, which links major U.S. global trading firms with Mozambican small and medium enterprises, complements and reinforces other USAID programs to expand the private sector and open the Mozambican economy to trade," said Jay Knott, USAID/Mozambique Mission Director.

"We at USAID are proud to be partnering with TechnoServe to launch the first Global Development Alliance for Mozambique,

and we are particularly pleased that the alliance includes such distinguished corporations."

PERU—U.S. assistance was sent to Peru in late January, when melting snow combined with heavy rains caused severe flooding in Arequipa, Ayacucho, the Ica highlands, and several other regions.

After the U.S. Ambassador to Peru issued an emergency declaration, Administrator Natsios said USAID would provide \$50,000 to its Peru mission for purchase of relief supplies. The money will pay for blankets, material for shelters, and transport of relief supplies to affected areas.

Peruvian officials said six people died, 3,500 families were displaced, and nearly 75,000 acres of arable land were lost or affected by the floods. U.N. officials said the floods cut the major highway linking Cuzco and Madre de Dios.

WASHINGTON, D.C.—President George W. Bush announced in his weekly radio address February 1 a \$200 million Famine Fund "to bring immediate assistance to Africa and other regions facing starvation."

The United States gives more than 60 percent of international emergency food aid, and the FY 2004 budget calls for more than \$1 billion for emergency food needs worldwide, Bush said.

The additional \$200 million he pledged will supply food and help farmers produce more food, especially in Africa where 30 million people face severe food shortages and possible starvation.

"Millions are facing great affliction, but with our help they will not face it alone," Bush said.

The President also announced a \$100 million Emergency Fund for Complex Foreign Crisis that will be used to meet significant needs, said a White House statement February 10. While this money could be used for food, it could also be used to meet other urgent needs in developing countries. ★

SPOTLIGHT: WHITE HOUSE OFFICE OF GLOBAL COMMUNICATIONS

President George W. Bush has established through executive order the White House Office of Global Communications to communicate U.S. policies and values to international audiences and to counteract anti-Americanism with news about U.S. foreign assistance.

At the invitation of the White House, USAID participates on a daily basis in program and planning discussions with this office, which is headed by Tucker Eskew.

"We are the world's largest provider of food; we're the world's largest provider of funding to fight HIV/AIDS," said White House spokesman Ari Fleischer. "And yet you can travel to pockets of the world and hear a lot of anti-Americanism, a lot of statements that are not reflective of the good deeds that the American people fund through their tax dollars."

The Office of Global Communications "is a reflection of the importance the President attaches in this modern era to communicating worldwide the message of the American people and the American

"We will support and enhance the efforts of our government to speak clearly through new means and new technology, to support broadcasting that achieves those aims, and, most of all, to convey the clarity, consistency, conviction, and compassion that are at the heart of the President's policies and approach to issues, both domestic and international."

TUCKER ESKEW, Director, White House Office of Global Communications

government," said Fleischer, "particularly as we face a war involving terrorism and other great issues involving diplomacy."

Although the U.S. government works "to make the world a more peaceful, better fed, better educated, healthier place," he said, "there is a recognition that we have work to do to bring that message around the world."

The White House already coordinates communications from many agencies for domestic issues, and this move reflects the President's commitment to putting the

same focus on international ones.

"I think this President, particularly, has reflected on the fact that we, as Americans, take it for granted what a good, caring, compassionate country we are," Fleischer added.

While the State Department's Office of the Undersecretary for Public Diplomacy and Public Affairs, with USAID involvement, remains at the forefront of international communications, the Office of Global Communications advises on the strategic direction and themes that all U.S.

government agencies use to reach foreign audiences.

For example, during the planning stages for the new office over the past year, the White House worked closely with USAID in communicating the reestablishment of rights for women in Afghanistan and the U.S. commitment to education, agriculture, health, and reconstruction in that country.

By coordinating the work of many agencies and focusing on a limited number of simple, honest, direct messages, the office aims to prevent misunderstanding, reduce conflict, build support for and among U.S. coalition partners, and better inform international audiences.

The Office of Global Communications will focus on daily messages, communications planning, and long-term strategy. The underlying themes—dignity, security, and liberty for all people—were reflected in the President's National Security Strategy and its focus on peace and freedom. ★

www.whitehouse.gov/ogc

ECONOMIC GROWTH, AGRICULTURE AND TRADE

Brazilian Youth Learn to Build Computers



Crossing the digital divide. Unemployed youth build computers from scratch at a training center on the outskirts of Recife.

RECIFE, Brazil—It is fairly easy to take a computer apart. All you need is a screwdriver and a bit of courage. But imagine trying to put it all back together again. That's the challenge facing hundreds of unemployed youth in Brazil.

Coming from some of the poorest slums, these young people need jobs. To get a good job, they need skills. Right now, demand is booming in Brazil for computer technicians with just the most fundamental skills. Knowing how to break down and put back together a basic desktop computer is precisely the kind of ticket needed to get a good job.

Recife, the capital of the state of Pernambuco, is home to inviting sand beaches and gleaming office towers, as well as one of the highest proportions of *favela* (slum) residents in the country. Youth constitute the largest group in the population, and their prospects for future employment are cloudy at best. Girls and young women are particularly at risk.

"Their computer training will begin with the fundamentals," said Marcelo Fernandes, President of the Council for Democracy and Informatics (CDI). "Youth from the poorest neighborhoods will hold computer parts in their hands as they learn about their basic functions."

The parts will come from computers donated by Brazilian businesses and individuals who otherwise would have thrown them away. Instead, the trainees will learn to build new computers that will be donated to CDI internet training centers.

This innovative training program—and the network of internet centers that house it—are part of USAID/Brazil's work to address the employment needs of the country's disadvantaged youth.

The Alliance for Digital Opportunity for Technology and Communication (DOT-COM) program of the Bureau for Economic Growth, Agriculture and

Trade will assist the mission in designing the curriculum, focusing in particular on the needs of girls and young women. Internships with the private sector will also be established to assure that the training leads to employment.

Each trainee will build at least one computer. If enough parts can be found, the student will build a second computer that he or she will receive as a graduation present. ★

To sign up for *DOT-Comments*, the DOT-COM newsletter, visit www.dot-com-alliance.org.

INFORMATION AND COMMUNICATION TECHNOLOGY

USAID has applied information and communication technologies (ICT) to development for over 30 years. More recently, the Agency has been working to increase access to remote areas of the world. Activities include the 1995 Leland Initiative, which brought the internet to Africa; the 1998 worldwide Internet for Economic Development Initiative; and the upcoming Bush Administration Digital Freedom Initiative. The work included getting telecommunications policy right, opening competition, decreasing costs, and increasing services to underserved areas.

ICT activities have been tightly integrated into the following:

- ◆ a Mayan language teacher-training program in Guatemala
- ◆ handheld computers that track wildlife in Namibia
- ◆ training for Moroccan women parliamentarians
- ◆ e-commerce training for small and medium enterprises in Mexico
- ◆ online services in Romania

The DOT-COM program focuses as well on critical national policy reforms and learning systems that will make the information revolution more accessible to all.

GLOBAL DEVELOPMENT ALLIANCE

Royal Ahold's Fruit and Vegetable Alliance

The world's largest food sales company has found a way to improve the lives of people in Africa—after meetings with USAID experts. The firm is using its knowledge in food marketing to help pineapple and other agricultural growers improve their farming techniques and output.

The Dutch Royal Ahold company sent senior team members to Africa to find ways the giant food firm could "make a meaningful contribution to economic development in regions of the world that do not yet have the same opportunities we have," according to the company CEO Cees Van der Hoeven.

But instead of building schools and offering scholarships, the company was persuaded to use its special knowledge of mass marketing of foods such as pineapples.

In Ghana, Ahold staffers met with USAID Senior Agricultural Economist Fenton Sands and Ivor Knight of the Bureau for Economic Growth, Agriculture and Trade, who suggested that the company could make a real difference by doing what it did best: using its private-sector experience to encourage professional standards for agricultural producers in Ghana.

The company agreed to encourage small- and medium-sized exporters of pineapples and other products to change the varieties of the foods they produced and to improve the quality and packaging standards to meet requirements for exports to the European Union.

Finding business lines that could be developed resulted from Ahold's

expertise in food and personal products, in partnership with USAID and its NGO and private sector partners.

"Ahold realized it could do tremendous good by using its purchasing power as an incentive for growers," said Sands.

Sands and others from the Bureau for Africa pulled together a group of NGOs including CARE, TechnoServe, and AMEX International. A Michigan State University project, Partnerships for Food Industry Development, was recruited to bring agricultural and food marketing expertise and to help manage the alliance.

The success of the alliance will be determined by the amounts of pineapples and other goods that Ahold or other buyers purchase from these small growers.

To ensure the activity has an impact on farmers' incomes, Ahold has budgeted more than \$2 million over the next three years and has placed a full-time person in Ghana. Ahold also sent their buyer from the United States to explore cosmetic products created from shea butter.

USAID intends to not only bring financial resources to the table but is—as part of the Agency's renewed focus on agriculture—working on creating an innovative way to produce pineapple "suckers" (the bulbs used to plant pineapples) at half the cost of imported ones for Ghanaian farmers. The farmers, many of whom will participate in the pineapple export activity with Ahold, will be able to purchase suckers of the variety that a discriminating buyer like Ahold needs to meet the demands of its consumers. ★

www.usaid.gov/gda



Photo courtesy of Pineapple Exporters of Ghana

The alliance between Royal Ahold and USAID aims to increase the quality and amount of pineapples exported from Ghana.

DEMOCRACY, CONFLICT AND HUMANITARIAN ASSISTANCE

The Bali Bombing: USAID's Rapid Response

KUTA, Bali—On October 12, 2002, two bombs rocked Kuta, the main tourist area in Bali. At least 190 people were killed and more than 300 injured. Bali's main source of income, the tourism industry, felt the impact immediately as thousands of tourists cancelled their plans to travel to the popular holiday destination.

In response to this catastrophe, the Office of Foreign Disaster Assistance funded the International Medical Corps to send doctors to Bali to assist with emergency treatment of the victims. The team was on the ground working within hours of the blast. A week later, USAID sent its own team to determine where and how the U.S. government might assist the people of Bali in addressing the impact of the bombing in the post-emergency period.

The team sent by the USAID mission in Jakarta was part of its new Office of Conflict Prevention and Response (OCP), created to enable the mission to continue doing the type of work done by the Office of Transition Initiatives (OTI). Last fall, OTI began handing off its Bali portfolio to OCP, which continues to support quick-impact interventions to address conflict in high-priority hot spots.

Established in 1994, OTI provides fast, flexible, short-term assistance for key transition needs. Its ability to address the root causes of conflict helps bridge the gap between emergency relief and long-term sustainable development. When its short-term projects are completed, OTI hands off to other groups for longer-term work.

OTI helped increase public awareness and participation during the 1999 elections in Indonesia that followed the

resignation of President Suharto. OTI also advanced governance reforms, strengthened independent media, improved civilian oversight of the military, and helped to moderate conflict.

OTI's venture capital approach, rapid response contract mechanism, and coordination with the mission were cited as key to the program's success. In Jakarta, U.S. Ambassador Ralph Leo "Skip" Boyce said: "The crisis strategy speaks to OTI's comparative advantages: a venture capital approach that combines a willingness to take judicious programming risks with quick response contracting capabilities."

A week after its initial assessment, the USAID team returned to Bali to meet with local government, private sector businesses, associations, workers' unions, local and international NGOs, volunteer organizations, religious and community leaders, and expatriates and local citizens. The aim is to gain a deeper understanding of the problems confronting Bali and to identify a strategy for assistance in the coming months.

This strategy includes support to rehabilitate Bali's reputation and preserve its diverse society; backing for groups that jointly address recovery issues; and bridge funding for activities such as a rapid assessment of the impact of the bombing on the Bali economy. USAID has funded 24 grants, with another 11 in the pipeline for imminent funding, for a total of \$1.2 million in assistance during the four months since the bombing. ★ www.usaid.gov/hum_response/oti

By Barbara Smith, Office of Transition Initiatives, and Laurie Pierce, Development Associates, Inc.



Local Balinese hold one of many prayer rituals for the souls of the victims at the bomb site in Kuta. USAID funded a medical team that arrived within hours of the blast.

GLOBAL HEALTH

Monks Are 'Change Agents' in HIV/AIDS Care and Support



Since 1996, USAID/Cambodia and its partners—Family Health International and the Khmer HIV/AIDS NGO Alliance—have been working with faith-based and community groups to provide care and support. These programs provide much-needed home-based care and other support, reduce stigma, enable communities to care for their own, and teach individuals how to prevent getting infected. USAID/Cambodia and its partners' prevention activities have contributed to a reduction of HIV/AIDS prevalence in Cambodia.

Life was not easy for 13-year old Keng Lina, her mother, and four siblings. Her father was dying of AIDS and her oldest sister had to drop out of school to care for him.

When customers stopped buying the cakes the family sold for a living and neighbors stopped speaking to them, Keng Lina's distraught mother further isolated her children by telling the younger ones to stay at home.

That was difficult for Keng Lina's friendly, outgoing younger sister. One day, she ventured out but returned home crying. A neighbor who saw her playing with his children had grabbed her favorite toy and thrown it away. "Don't play with or touch anything from that family or you will get AIDS," he warned.

Keng Lina not only heard people say her father was a "bad man" who had contracted AIDS because he went outside his home for sex, she saw her family unable to earn money and sink further into poverty.

Her mother sold the family's motorbike to buy medicine and food. Her older sister not only cooked and did the housework, she tried to sell some of the vegetables she found in the forest and rice fields. It was not unusual for Keng

Lina and her siblings to go to bed hungry.

Their wall of isolation began to crumble when a team of monks and volunteers from the nearby Wat Kien Kes Temple set out to access the needs and problems of orphans and other children affected by chronic illnesses, especially AIDS. Once Keng Lina courageously told them of her family's plight, her family's lives began to change.

Now Keng Lina and all her siblings are enrolled in school. They receive clothes and school supplies from the Wat Kien Kes' Education Network.

The volunteers also arranged for a landowner to lease land to the family and forego payment until they could sell their vegetables.

The Wat Kien Kes monks supplied them with fertilizer and helped the family buy ducks, chickens, and a pig. In return, Keng Lina's older sister, Keng Savy, works with the monks to provide food and HIV/AIDS education to other members of the community.

She even helps bathe and wash the clothes of other AIDS victims. ★ www.usaid.gov/pop_health/aids

By Mark Anthony White, Director, Office of Public Health, USAID/Cambodia

Married Couples Manage Dual Careers

Managing a successful career at USAID is complex enough for any individual; just imagine the stress when the pressure is twofold. Though the Agency doesn't track the number of married couples who work for it, scores of them seem to be managing just fine and having twice the fun. The following are just a few of the couples who are working together in postings all over the world.

The Agency's policy on tandem-couple assignments is contained in Interim Update #11, dated December 2, 1999, which will be incorporated into a new ADS (Automated Directives System) Chapter 436, Foreign Service Assignments. The updated policy is more family-friendly and more accurately reflects Agency practice.

Hardship Tours Are the Key

Michael Kerst met Erna in college. After he graduated and went to Chad with the Peace Corps, it wasn't long before Erna followed. They married in Chad.

After some travel and graduate school, USAID became part of their lives. Erna became a Health Planner for the Agency, and Michael was hired as a personal services contractor (PSC).

Married for 33 years, they are now back in Washington, D.C., after many years abroad—including tandem assignments in Niger, Peru, Morocco, and Bosnia and Herzegovina. "We tended to take more hardship locations since they have more jobs open at the same time," said Erna.

Michael and Erna commute together, try not to talk shop at home, and have lunch together as often as possible. "If you are going to have dual careers, it is best to be in the same agency. You both understand the



demands of the jobs and it is more important to the Agency to help make things work out," Erna concluded. ★

Erna Kerst
Director, Office of West African Affairs,
Bureau for Africa, 19 years of service

Michael Kerst
Desk Officer, Mexico and Guatemala,
Bureau for Latin America and the Caribbean,
22 years of service

The Family Commutes Together

Thomas Kennedy and Felice Apter began dating 23 years ago at the University of California at Santa Cruz, where Felice was a freshman and Tom was the resident assistant at the dorm across the quad.

But they didn't get married until 10 years later. The courtship resumed when Tom returned from the Peace Corps in Cameroon and visited a sister who lived near Felice.

Felice has been at USAID/Washington 11 years. Tom had contract positions and worked for Peace Corps/Washington, then became a USAID employee four years ago.

Their only overseas assignment was in Indonesia, where Tom was a microfinance consultant and Felice was a civilian visiting scientist with a U.S. Navy medical research team.

Now living with their 3-year-old twin girls, the whole family commutes together into Washington, D.C.—the children to day-care and the adults to their offices.

Because Felice kept her own name, colleagues are often surprised to discover that they know each other, much less that they're married.

Since Felice is a medical scientist and Tom is a microenterprise development specialist, they are only occasionally in meetings together. They are even surprised when they meet on an elevator. ★

Felice Apter
Senior Health Policy Advisor, Bureau for Policy and
Program Coordination, 11 years of service

Thomas Kennedy
Acting Division Chief, Office of Private and Voluntary
Cooperation, Bureau for Democracy, Conflict, and
Humanitarian Assistance, four years of service



Afghanistan and Twins in 2002

John Langlois and Mary Mertens met at the Tulane School of Public Health and Tropical Medicine, where they discovered shared experiences: John had been a Peace Corps volunteer in Liberia and Mary grew up in Liberia where her father worked on two major USAID healthcare programs. After their marriage in 1994, Mary joined USAID as a personal services contractor.

Most of their early married life was spent in West Africa—in Liberia, Sierra Leone, and Guinea. John worked primarily with NGOs, implementing USAID-funded projects. He continued this work when they returned to the United States in 1999, until he joined the Office of Transition Initiatives as a PSC in 2002. When they recently worked together on the Afghanistan Task Force, it was the first time they had been in the same office and working on the same assignment.

"It is not a negative working on the same project because you have someone at home to bounce ideas off of who really understands," said Mary. "We tend to have a world perspective on things and just don't leave that at the office."



Five months ago they took on their toughest assignment yet—twins. With the help of a nanny and tag-team travel assignments, John and Mary seem to be managing just fine. ★

Mary Mertens
Acting Team Leader, Office of Food for Peace, Bureau
for Democracy, Conflict, and Humanitarian Assistance,
seven years of service

John Langlois
Senior Media Advisor, Office of Transition Initiatives,
Bureau for Democracy, Conflict, and Humanitarian
Assistance, one year of service

Dream Post May Lack Job for Spouse

Patrick and Susan Fine met as Peace Corps volunteers in Swaziland and married shortly after returning to the United States 17 years ago.

Since joining USAID, they have served in Swaziland, Uganda, and South Africa. Currently they are posted in Dakar, Senegal, where they live with their two boys.

Because they live and serve mainly overseas, they wanted to put down some roots in the United States. They bought a home seven years ago in Sunapee, New Hampshire, where the family spends home leaves and R&Rs.

Although they may encounter each other in meetings at the Dakar mission, "it is not uncommon for us to pass the entire day without seeing each other once," Susan said.

Because they have different work schedules, they need two cars. However, easy communication in the office makes it simple to coordinate picking up children and other domestic details.

At the office, Susan says, "we assume our professional roles and act more or less the same to each other as to everyone else."

Patrick, however, thinks Susan can be tougher on him than on other colleagues. He recalls that when Susan needed information from other team leaders, most were asked nicely, while she confronted him with "Why haven't you sent me this information yet?"

Colleagues are often surprised when they have professional differences, but the Fines view these differences as a sign that they are doing their jobs right.

So far, the Fines have found tandem assignments that are challenging and career-enhancing for both of them. However, that has become more difficult now that Patrick is in senior management—not only because of conflict-of-interest regulations, but also because of the difference between the Senior Management Group and the Foreign Service assignment process.

The disadvantage for a tandem couple, Susan said is that "you can't bid on your dream post if there is no job for your spouse." ★

Patrick Fine
Deputy Director, USAID/Senegal, 15 years of service

Susan Fine
Supervisory Program Officer, USAID/Senegal, 11
years of service



Back to School and Off to Russia

Chris and Betsy Brown met at the Fletcher School of Law and Diplomacy at a luncheon for French-speaking students. Twelve months later they were married in the U.N. Chapel in New York City. In January 1982, they were the first couple admitted into the same International Development Intern training class.

Now, after 22 years of marriage and two children, they are heading to Moscow in September 2003. Chris will be heading the Democracy and Governance Office, and Betsy will be head of the Health Office.



While the Browns are immersed in six months of Russian language study they will have an opportunity to recapture the youthful enthusiasm they had as students who fell in love years ago.

The Agency has been very supportive of their assignments together; they were never faced with a long separation. Partly that was the result of more than their share of hardship tours—Mauritania, Liberia, and Haiti. The Browns consider their fourth tour—Jamaica—as USAID's gift to the family.

The Browns feel that the last thing members of a tandem couple want to talk about at home is USAID. That's why they tend to cultivate friends outside the Agency—to get diversity of thought and opinion. ★

Chris Brown

Desk Officer, Pakistan, Bureau for Asia and the Near East, 21 years of service

Betsy Brown

Director, Health/Nutrition Office, Population, Health and Nutrition Branch, Bureau for Global Health, 21 years of service

Much Better Than a Commuter Marriage

Margot was working in Zimbabwe as a Program Officer in her first USAID assignment overseas when she met Mervyn Ellis in Harare through work—he was chief economist of Standard Chartered Bank and a frequent commentator on the economy.

After their marriage, Mervyn remained in the private sector. He commuted to Zimbabwe for six years when Margot was assigned to USAID/South Africa, and later to USAID/West Bank and Gaza. "That was very trying—one rhythm when Mervyn was away, another when Mervyn was at home," Margot said. "It is much easier now, knowing that he is by my side and can share in the parenting of our children and in the daily activities of our lives."

After 14 years of marriage, they have two children, two golden retrievers, and a Somali cat.

USAID plays a big role in their lives, but that is preferable to a commuter marriage. "I appreciate having a partner working within USAID, although getting the necessary tandem assignments with good schools can be a challenge," said Margot. "It is wonderful to be able to vent to someone who really understands the culture and personalities within USAID."

Some attractive bidding opportunities were precluded for them when they found that they would need to work in the same office. As Margot put it, "That's too much togetherness!" ★

Margot Ellis

Director, Private Enterprise Office, USAID/West Bank and Gaza, 15 years of service

Mervyn Ellis

Economist, USAID/West Bank and Gaza, 2 years of service



Great Life Outweighs U.S. Ties

Timm Harris and Ursula Nadolny met while jogging in Tunisia, started dating, and then went to Nepal where they became a "proper" tandem couple in 1989.

"We've been assigned together overseas since our marriage nearly 14 years ago," said Timm, "thanks in part to good luck, part to our flexibility, and part to a lack of strong ambition."

They now live in Accra, Ghana, with their two boys. During the work day, Ursula and Timm get together for a cup of coffee, grab a lunch of leftovers, and try to escape at a reasonable time. "Otherwise, we meet in meetings and wonder who that smart, attractive person is that looks so familiar."

Except for a few years in Washington, D.C., during the mid-1980s, they have been overseas for more than 30 years—Kenya, Nepal, Nicaragua, Morocco, Mali, and now Ghana.

The biggest two sacrifices are not having a home or any roots in the United States and that ties with family are difficult with brief visits every two years.

A third sacrifice is that at various times each has taken a position that wouldn't have been a first or second choice so that they could stay together. Many plum assignments weren't even considered, since there wasn't any tandem possibility.

They say that the principal advantage as a tandem couple is that you can both have fulfilling, interesting development careers together. ★

Timm Harris

Supervisory Program Officer, USAID/Ghana, 20 years of service

Ursula Nadolny

Supervisory Health/Population Officer, USAID/Ghana, 24 years of service



Dual Careers, Expanding Portfolios

Steve Olive hails from Ohio while Cristina is originally from the Philippines. They met at graduate school at the University of Hawaii, married 12 years ago, and lived in the state until joining USAID as New Entry Professionals a few years ago.

Although they consider Hawaii home, they are currently posted in Managua, Nicaragua. Being relatively new to the Agency, work remains a hot topic in their lives.

"There is USAID talk before bed and again when we get up," said Cristina. "It could get crazy sometimes, and I really have to learn to separate work from our personal lives. Otherwise it could be overwhelming."

So far, the Olives have had supportive supervisors who allowed them to grow and diversify into other fields. Cristina joined the Agency as an Agricultural Development Officer and later trained as a Program Officer. Steve started as an Environment Officer and has broadened his portfolio to include general development responsibilities in economic growth, Food for Peace, and agriculture.

While in Washington, D.C., they enjoyed taking training courses and socializing after work with other colleagues new to the Agency. Over time, these colleagues teased them because they often had different opinions on the issues—perhaps to be expected,



since she is an economist and he is a political scientist.

As tandems, they enjoy the advantage of both being direct hires, but have to adjust to the disadvantage of having fewer options when it comes to bidding for postings. ★

Steve Olive

Deputy, Enterprise and Rural Development Office, USAID/Nicaragua, two-and-a-half years of service

Cristina Olive

Deputy, Strategic Management and Assessment Office, USAID/Nicaragua, two years of service

AFRICA

Microscience Kits Inspire Students and Teachers

ALEXANDRA, South Africa—Science teacher Nomvula Tsehla stays after school nearly every day to work with students who are excited about science and eager to work with new science kits supplied by a USAID program in 2002.

“This is the first time our school has had modern science kits,” said Tsehla. “Science is much easier to teach now. My learners have never before been so excited about this subject.”

Students previously had to congregate around a single demonstration area to observe experiments. They were seldom able to handle scientific apparatus and struggled to relate theory to reality.

After 14 years of teaching chemistry and physics without any tools in Minerva High School, Tsehla says she’s willing to put in the extra hours to keep up with student demand. “I’m glad my students in Alexandra Township ask to stay late. They can hardly wait to experiment with the new microscience kits,” she said.

One of the 700 students Tsehla teaches—16-year-old Audrey Molaudzi—recently declared that she wants to become a pharmacist. Tsehla sees that as a sign that the new science kits and improved instruction are inspiring students.

Apartheid created a serious deficit in science and technology education in South Africa. USAID works with the government and businesses to assist 102 schools dedicated

to mathematics, science, and technology. The goal is not only to provide laboratory equipment such as science and math kits to disadvantaged youth, but to strengthen teacher skills in instructing these subjects.

The Agency sponsored Tsehla’s attendance at a training course in science teaching and using the kits. Every day, she teaches seven classes to students aged 13 to 18. Boys show more interest than girls in the physical sciences, the teacher says, but she wants to “encourage more girls like Audrey to pursue occupations in the sciences.”

Audrey’s enthusiasm for science soared with the arrival of the laboratory kits. “She helped to unpack and put away the kits and constantly volunteers to help set up the lab and organize demonstrations,” said Tsehla. Audrey and other students also often stay after school to conduct scientific experiments.

The science kits mean hands-on opportunities for over 14,000 students to explore the mysteries of science in 62 schools in the Francis Baard District of South Africa’s Northern Cape.

The lightweight, unbreakable microchemistry kits cost less than \$10. They are manufactured in South Africa and shipped to 32 countries throughout the world, including the United States. ★

www.sn.apc.org/usaidsa

By Reverie Zurba, USAID/South Africa



Photo by Reverie Zurba

At Minerva High School in South Africa, science teacher Nomvula Tsehla and her student, Audrey Molaudzi, use new USAID-supported microscience kits in class. Previously, the students only observed experiments and had no access to hands-on lab experience. Molaudzi and other students often stay after school to work with the kits. Tsehla welcomes her students’ enthusiasm, and finds science much easier to teach.

LATIN AMERICA AND THE CARIBBEAN

Panama Group Forms to Save Canal Ecology



Congo dancers wear their costumes inside out and sing songs whose words run backward. The dancers draw attention to the rich cultural diversity of Panama. This helps USAID’s effort, through NGOs, the private sector, and local governments, to develop ecotourism and protect the Panama Canal watershed.

PANAMA CITY—Although Panama has little history of citizen groups taking active roles in society, a small new NGO sponsored by USAID is playing a major role in protecting the vital watershed of the Panama Canal.

The Association for the Promotion of New Development Alternatives, known by its Spanish acronym APRONAD, is one of 10 environmental NGOs selected by USAID in 2001 for a “boot camp.”

The training prepared APRONAD to get cooperation from the private sector, university scholars, and public entities—perhaps for the first time in Panama—and to play a role in managing the fragile Panama Canal watershed.

The canal was turned over to Panama by the United States in 2000 and is the lifeblood of the small Central American country’s economy as well as a major world shipping route. Fourteen percent of U.S. ocean-going cargo transits the Panama Canal, saving two weeks travel around South America.

Extensive logging of forests around the large lakes supplying fresh water to the canal locks poses a threat to canal operations, the supply of clean drinking water for half of Panama’s population, and the generation of a significant amount of electricity.

USAID is developing pilot programs in several sub-watersheds to serve as models of sound management. The Agency also helps the Panamanian government to safeguard the

water resources vital for canal operations.

Management of parks and protected areas in the watershed and the development of ecotourism are key parts of the U.S. strategy.

USAID also is training NGOs, the private sector, and local governments in protecting the watershed’s natural environments.

The Agency also encourages NGOs to involve the private sector and use a more businesslike approach to development while encouraging the private sector to take an active role in development initiatives.

APRONAD did that by seeking technical assistance from the Florida Volunteers Association (FAVA). A FAVA volunteer, a former U.S. executive in Panama, prompted top executives of the private sector to work with APRONAD.

In October 2002, APRONAD elected a board of directors that included important private sector members. The new APRONAD president is a successful businessman who did not previously know what an NGO was. In his acceptance speech, he talked about social and corporate responsibility as a reason for returning a portion of his profits to benefit society in general, which in turn is good business.

Projects developed by the new board are intended to be profitable and beneficial to the environment. Two examples are selling recycled garbage from a large operation and the sale of indigenous handicrafts over the web. ★

ASIA AND THE NEAR EAST

U.S. Aids Bangladesh Imams to Study Social, Economic Issues

▲ FROM IMAMS ON PAGE 1

Shortly after September 11, 2001, the USAID mission organized small luncheons with moderately fundamentalist Islamic leaders to discuss the terrorist attacks on the United States and the American response. These freewheeling discussions established goodwill and useful contacts. The mission then took 14 Islamic leaders on a bus tour of USAID project sites.

Soon after, the government-run Islamic Foundation, which provides 45 days of in-service training to the imams, wrote to the U.S. Ambassador to request specific assistance to teach village imams about development issues such as health, agriculture, and economic growth.

The foundation asked that USAID or its partners speak on these general themes and arrange a tour of local project sites. The mission then launched two, two-day pilot sessions where mission staff and partners spoke about health and nutrition,

HIV/AIDs, family planning, human trafficking, home gardening, aquaculture, and shrimp farming. Two hundred imams then visited several USAID project sites.

Somewhat surprisingly, the Islamic Foundation and its students were quite interested in learning about controversial issues such as trafficking and family planning.

“Particularly in antitrafficking and family planning, the imams seem to understand the important constructive role they can play as communities leaders,” said R. David Harden, USAID’s Regional Legal Advisor.

Since the Islamic Foundation is a highly organized forum for outreach activities and the project does not require significant funding, USAID is expanding its collaboration with the foundation throughout the country and plans to reach 3,500 imams in 35 additional sessions over one year. ★

www.usaid.gov/bd



Imams in Bangladesh are studying social, economic, and women's issues with USAID's help. USAID is working with the Islamic Foundation to reach 3,500 imams over the next year.

EUROPE AND EURASIA

U.S. Farmers Help Moldovan Dairy Cooperative Double Output



Farmer-to-Farmer volunteer Ken Bailey from Pennsylvania looks on as manager Vasile Gheorghita makes a payment to one of the cooperative members. The woman is happy to be making extra money as a result of her improved dairy production.

IGNATEI, Moldova—Villagers in the small village of Ignatei received land after the collapse of communism, but they were forced to lease it out and take jobs in town because they lacked farming skills—that is, until American farmers taught them how to produce more milk.

So far, almost 100 U.S. farmers have gone to Moldova under the USAID-funded volunteer Farmer-to-Farmer Program that began in the summer of 2000. They helped the villagers turn Vita-Lact, their newly-created marketing cooperative of 140 suppliers, into a profitable enterprise.

The cooperative was formed after Moldova’s Parliament adopted a law in 2000 that permitted creation of business cooperatives similar to those known in the West and that function on modern democratic principles.

A small group of Ignatei farmers decided to work together to search for a reliable buyer of milk, one of the few commodities that generates year-round income. Because larger quantities of produce mean better bargaining power for producers, they decided to attract more people into the group.

Merle Anderson of Iowa and Boyd Wolff of Pennsylvania taught the founding members about basic cooperative principles. Wisconsin’s Richard Lettner provided technical training on milk production. Thomas Kriegl of Wisconsin helped teach the group how to manage their finances effectively,

and Iowan Jim Nelson assisted the cooperative’s management to develop new services, devise a growth strategy, and define activity priorities.

When Vita-Lact decided to launch a veterinary extension program for members, the newly hired doctor received training from Joe Butterweck of California.

Finally, with advice from Pennsylvania’s Ken Bailey, the cooperative improved its marketing efforts and signed a favorable supply contract with a large dairy in Chisinau, the country’s capital.

These seven ordinary Americans each donated about three weeks of time to work shoulder-to-shoulder with the Moldovan farmers. They were among the almost 100 U.S. volunteers who went to Moldova under USAID contracts with the Citizens Network for Foreign Affairs.

When the Americans showed up to help, the fledgling cooperative began to show a profit. During its first year of operations, Vita-Lact members saw a 50 percent increase in their cash income. The average milk yield per cow doubled, and the average number of cows per farm grew from one to three.

Utilizing U.S. volunteer expertise to support the development of farmer-owned marketing cooperatives, the Farmer-to-Farmer program helps farmers in developing countries increase incomes, while forming lasting friendships with their U.S. counterparts. ★

<http://moldova.usaid.kiev.ua>

November 20, 2002–January 11, 2003

PROMOTIONS

Cynthia Andrews
Shawn William Barrett
Maria Barron
Charity Conrad Benson
Matthew Bradley
Sundaa Bridgett
Waymon Carroll
Carol Dabbs
Tara Faconer
Patricia Green
Vivian Jones
Scott Lampman
Betty Doris Lucas
Jeanetta Marshall
Sheila Ann Miller
Millicent Muschette
Maxine Pierce
Kristy Rodriguez
Sherron Bernice Scott
Darren Shanks
Kim Smith
Jacqueline Taylor
Karon Wilson

RETIREMENTS

Frank Almaguer
Kraig Baier
Mildred Blakeney
Charles Douglas Brandi
John Daigle
Dulal Datta
James Dunn
Mirinda Foti
Gladys Fry
Duff Gillespie
Margarette Yu Goldstein
Robert Green
Robert Hansen
James Jeckell
Carolyn Ann Kiser
Harry James MacDonald
Thomas Park
Diane Ponasik
N. Keith Romwall
Cynthia Rozell
Karl Schwartz
Kyle Schooler
Mary Edith Scovill
Richard Silc
David Songer
Barbara Williams

MOVED ON

Sally Buikema
Loretta Campbell
David Eid
Heather Hopkins
Louis Mattia
Phuong Tam Nguyen
Okechukwu Nwanyanwu
Charles Whitney Oliver
Mohsen Zohir

REASSIGNMENTS

Syed Ali
Kosovo to Pakistan/EXO
John Beed
COMP/FSLT to Mexico
Charles Douglas Brandi
M/HR/PPIM to GH/PDMS
William Brands
RS Africa/SO4-5 E to LAC/RSD
Juan Buttari
AFR/SD/ED to AFR/SD/EGEA
Carolyn Coleman
AFR/SD/EGEA to AFR/SD/ED
David Leroy Cowles
AA/EGAT to EGAT/EG
Earnestine Dixon
AA/EGAT to AA/GH
Lance Downing
AFR/SA/PA to AFR/SA
Margaret Dula
M/PE to Egypt/PROC
Azza El Abd
Nepal/D to COMP/FS/REASSIGN
Timothy Essebaggers
COMP/NE/OJT to Romania
Vernita Fort
ANE/MEA to AFR/SA
Carl Gallegos
AFR/SD/EGEA to AFR/SD
Heather Goldman
RSC/OD to Skopje
David Grossman
EGAT/ENV to EGAT/DC
Jeremy Hagger
EGAT/EIT to EGAT/DC
Edith Houston
COMP/FS/REASSIGN to AFR/WA
Alan Hurdus
EGAT/NRM/W to EGAT/PR/MD
Yumiko Ikuta
COMP/LWOP to COMP/FS/REASSIGN
Lena Johnson
E&E/PCS/B to E&E/PO/BID

Carstella Moore Jones
PPC/B/SB to AA/PPC
Irene Koek
GH/HIDN/HS to GH/HIDN/ID
Edward Landau
EGAT/PAICO/PAMS to Bolivia
Harold Lippman
PPC/CDIE/POA to DCHA/PVC/PP0
Pamela Mandel
Ukraine/DST to COMP/LWOP
George Meray
OIG/A/IT&SA to RIG/Budapest
Beverly McDonald
E&E/OM/FIS to M/FM/PPC
Nancy McKay
AFR/DP/PFP to AFR/DP
Emily Baldwin McPhie
AFR/EA/PA to AFR/EA
Kermit Moh
EGAT/EG/TIF to LAC/RSD
Charles Morgan
Mali/PROG to ANE/MEA
Alfred Nakatsuma
EGAT/ENV/UP to EGAT/UP
Katerine Nichols
Kosovo to DROC
Timothy O'Hare
Egypt/EG/SP to EGAT/PR/PASSN
Sally Jo Patton
COMP/FSLT to Haiti/PCPS

Patricia Rader
COMP/FS/REASSIGN to
EGAT/PAICO/PAMS
Daniel Rathbun
EGAT/ESP to EGAT/EG/PSE
James Redder
Ukraine/RCONT to Russia/FM
Evelyn Rodriguez Perez
COMP/NE/OJT to Honduras/HR
Ranta Russell
AFR/DP/POSE to AA/AFR
Georgia Sambunaris
E&E/MT/FSP to EGAT/EG/TIF
Fenton Sands
Ghana/TAPS to AFR/DP
Ronald Sergei Senykoff
COMP/FS/REASSIGN to AFR/SD/EGEA
Linda Tarpeh Doe
Ethiopia/CONT to Indonesia/OFIN
Saiming Wan
OIG/A/FA to OG/A/IT&SA
Robert Wilson
Kosovo to Afghanistan/PDO
Margaret Kinko Witherspoon
Bolivia/FMO to Benin/D
Sarah Wright
Malawi/HRD to Pakistan/PDO
Kathleen Wu
EGAT/EIT to EGAT/DC
Francisco Zamora
M/HR/POD/TEAM 5 to GH/HIDN/ID

Duff Gillespie Retires, Joins Packard Foundation

After 30 years of leadership in international health assistance, Dr. Duff Gillespie retired as Senior Deputy Assistant Administrator for the Bureau for Global Health. In his "dream postretirement job," Gillespie will join the David and Lucille Packard Foundation Population Program to work on the relationship between family planning and child survival.

Over several decades, Gillespie was a critical presence in maintaining U.S. Government support for health, most recently as a champion of vitamin A supplements in reducing the severity of infectious diseases such as malaria, measles, and diarrhea. He was instrumental in the development of the partnerships among USAID, the Bill & Melinda Gates Foundation, and other global partners that launched the Global Alliance for Improved Nutrition. Gillespie's efforts also led to the formation of the Global Alliance for Vaccines and Immunization, dedicated to ensuring that every child in the world is protected against vaccine-preventable diseases.

Recognizing early the threat posed by

HIV/AIDS, Gillespie focused awareness on countries' needs in combating the pandemic, and initiated USAID's rapid response team for HIV/AIDS.

Throughout his career, Gillespie was a strong advocate for family planning and reproductive health in developing countries, focusing on women's unmet need for family planning, the special needs of youth, and the effects of population momentum. He also spearheaded new strategies for community-based delivery of family planning services and was instrumental in documenting successful family planning programs.

Gillespie received his Ph.D. from Washington University in St. Louis, Missouri. Prior to joining USAID, he worked at the Office of Economic Opportunity and at the National Institutes of Health's Center for Population Research. ★



By Sandra Jordan, Bureau for Global Health

Notices and reminders for "Where in the World..." should be submitted by e-mail to frontlines@usaid.gov or by mail to Mary Felder, USAID, Ronald Reagan Building, suite 6.10.20, Washington, D.C. 20523-6100 or by FAX to (202) 216-3035.

IN MEMORIAM

William L. Allie, a former Foreign Service Officer, died June 24, 2001, in Brookings, Ore. Allie joined USAID in 1954 and served in Iran, Lebanon (Beirut and Tripoli), Tunisia, Libya, Sudan, Tanzania, Liberia, Vietnam, and USAID/Washington. He received a meritorious award for his dedicated services in Iran. Allie was acting Chief in the Bureau for Africa in USAID/Washington before retiring in 1975.

Edward Ceaser, 73, who served as a Logistics Specialist for 13 years with USAID, died in New Orleans August 23, 1999. Ceaser worked for USAID in Laos during the 1960s, in Bangladesh just after it became independent, and in Washington, D.C. He was buried with military honors in St. James, La.

Edmonia G. Finney, 62, died on December 29, 2002, after a long illness. Finney began her career with USAID in 1969. Before retiring in 1996, she worked in the Bureau for Latin America and the Caribbean, Democratic Initiatives Division.

Hattie Jarmon, 94, died December 30, 2002. She joined USAID's predecessor agency in 1960 and served as Academic Advisor and English Language Officer in the Office of International Training. Jarmon was a leader in facilitating foreign student studies in the United States through her management of a partnership between USAID and the American Association of Collegiate Registrars and Admissions Officers (AACRAO). Her work with AACRAO enabled a large number of professionals from developing countries to gain further education and training in the United States. She also helped U.S. college admissions officers advance their understanding of the educational credentials and academic systems of other countries. Jarmon received the Agency's Outstanding Career Achievement Award upon her retirement from USAID in 1992.

Israel Negron, a retired USAID Foreign Service Officer, died December 17, 2002, at home with his family in Guatemala. Negron served as a Controller in Indonesia, Peru, Egypt, and USAID/Washington. Most recently, he was as a Certifying Officer under contract with USAID in Guatemala/Central American Programs.

Humphrey Thomas Potter, 88, died September 28, 1999, in Alexandria, Va. Potter began his government career in USAID's predecessor agency in 1955 and served in Africa, the Far East, and Latin America. Before joining USAID, he worked for the Government of India as a civil engineer. Potter received the U.S. Legion of Merit for his liaison work with U.S. Presidents Franklin Roosevelt and Harry Truman. He retired from USAID in 1975.

Jack M. Rose, 72, died in February 2002. Rose began his career with USAID's predecessor agency in 1959 as an Intern in the Controller's Office. He served as Controller in various USAID missions and then became Area Auditor General in the Middle East, with offices in Pakistan, and Area Auditor General of Central America, with offices in Panama. Rose retired from USAID in 1981.

Samuel Clark Thornburg, 70, died July 15, 1999, at his home in Santa Fe, N.M. Thornburg joined USAID's predecessor agency in 1956. He served in Bolivia and Nigeria before becoming Deputy Director in the Office of Foreign Service Personnel in Washington in 1965. After attending the College of the Armed Forces and George Washington University, Thornburg returned to USAID in 1968. He served in Vietnam as Deputy Associate Director until 1970, when he returned to Washington and worked as Director of the Office of Management Operations. He retired from USAID in 1978. Thornburg received several career awards, and was presented the Chuong My Medal by the Republic of Vietnam.

Mable Meares Retires After 31 Years

Mable Meares, the Director of the Office of American Schools and Hospitals Abroad (ASHA), retired from USAID in January 2003. She devoted more than 37 years to government service, 31 of them with USAID.



Meares began her career with the Agency in 1971 as an Intern with the Bureau for Policy and Program Coordination. In 1973, she worked in various offices in the Bureau for Africa, serving primarily as an International Cooperation Specialist.

Her career with ASHA began in 1991. She has overseen the entire ASHA grant process, which has committed more than \$800 million since its inception in 1957.

Meares said the ASHA program is one of the best in the Agency, providing the best job she has had. As she put it, "In ASHA you experience the development of a project from start to finish. It has been very challenging, rewarding, and exciting." ★

Mark Kneidinger Named Deputy Information Chief

Mark Kneidinger has been appointed USAID's Deputy Chief Information Officer (CIO) and Deputy Assistant Administrator for Management.

Kneidinger served for 20 years in the New York state government, ending up as CIO for Education before joining a Washington private software company as Director of Enterprise Application Integration Services. He also worked as a consultant to Virginia's departments of Social Services and Health.

"My role is to monitor the performance of programs," said Kneidinger, two days after starting work at the Agency headquarters in Washington. "I have to make sure the investments we do make in technology will be supportive of the business processes in [Washington,] D.C. as well as in the missions."

Kneidinger's job is to ensure that information is available throughout the system to improve decisionmaking. He will advise John Marshall, Assistant Administrator for

Management, on information technology issues.

Asked to describe his job in terms anyone could understand, Kneidinger said: "Think of a kid with \$5 in his pocket who wants to buy a video game. One game provides a lot of action as well as the ability to build another video game off it. Another only meets static entertainment needs. The decision is how best to apply the money."

Kneidinger has published on investment management and spoken nationally on information technology. ★



Paul DeLay Joining UNAIDS



Dr. Paul DeLay is leaving USAID after 12 years of working on HIV/AIDS programs. He is moving to Geneva to become the Director of Evaluation at UNAIDS.

DeLay joined USAID in 1991 as an advisor on preventing sexually transmitted infections. In 1997, he was promoted to Director of the HIV/AIDS Division, which then had a budget of \$119 million and a staff of 10. Over the next five years, he oversaw its elevation to an office, with a budget of \$510 million and a staff of almost 40.

At a going-away party in January, colleagues praised DeLay for his unique combination of intelligence, compassion,

and sense of humor.

Gary Newton, who worked with DeLay in the Bureau for Global Health and earlier in Malawi, said: "Paul has the rarest of gifts, the ability to maintain grace and good humor under pressure, unrelieved pressure!"

Carol Peasley, USAID/Russia Mission Director, sent the message: "You provided outstanding leadership to USAID and made us leaders in the fight against HIV/AIDS. I'm proud to have worked with you; I'm proud to call you a friend."

Before joining USAID, DeLay practiced clinical medicine for 13 years, including eight years as Medical Director of Refugee Medical Services for the City of San Francisco. In 1988, he joined the World Health Organization's Global Program on AIDS, working primarily in Malawi. ★

Tom Woods, New Africa DAA



Thomas M. Woods, recently appointed Deputy Assistant Administrator for the Bureau for Africa, is eager to tackle agriculture and other basic development issues.

"I think the agriculture issue for Africa is going to be a big push for me," Woods said. "It's part of the reason I'm excited about being here."

"Our mission is not only handling the short-term problems of drought in southern Africa and Ethiopia but looking at the underlying causes of these food security issues."

Woods most recently served as Special Advisor to the Assistant Secretary of State for African Affairs, working on policy, budget, program management, human

resources, and bureau management. From 1998 to 2001, he was the Officer in Charge of Democracy and Human Rights Policy and Programs in the State Department's Bureau of African Affairs. From 1995 to 1998, Woods was a refugee policy analyst for the United States Catholic Conference.

His responsibilities at USAID will include planning, directing, and supervising the Office of Southern Africa Affairs, the Office of Development Planning, and the Administrative Management Staff. He will also provide guidance in the formulation of bilateral and regional programs for the southern Africa region; review and recommend approval of regional and country programs and projects; and be involved in development agreements with African countries. ★

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King Birthday Assembly Told to 'Help Somebody'

WASHINGTON, D.C.—A pastor who marched with Dr. Martin Luther King Jr. during the civil rights demonstrations of the 1960s told USAID employees about the meaning of the civil rights movement and of the continuing need to "lift one another even if it means danger to our lives."

The Reverend Dr. Harold A. Carter Sr., pastor of New Shiloh Baptist Church in Baltimore, presented the keynote address to USAID/Washington employees at a commemorative program January 21 in the Ronald Reagan Building amphitheater.

Carter challenged the audience to celebrate King's legacy by acting to bring Americans together. Many of the issues King faced in the country and in the world—discrimination, greed, war, crime, and abuse of power—are still with us today, he said.

"We must come out of our comfort zones, reach back, reach down, and help somebody," said Carter.

He challenged the audience to "ask not should I help the brother, but ask what will happen if I don't help the brother." A life of service and a commitment to community resonated throughout his keynote message.

Inspector General Everett Mosley told the audience: "Dr. King had the ability to stir your soul with his voice alone. And when you absorb what he said and how he lived his life, that remains a part of our lives even today."

Mosley thanked King for the hope that he gave and for the direction to put that hope into action. "King had a dream," he said, "and we must continue to work and strive to reach the pinnacle of that dream when we all can love one another."

Kent Hill, Assistant Administrator for the Bureau for Europe and Eurasia, who was representing Administrator Natsios, related King's life to the work of international

development.

"At USAID, we carry Dr. King's work forward by helping people take control of their own destinies," he said.

"USAID is our country's primary means to extend assistance to countries as they recover from disaster, try to escape poverty, and engage in democratic reforms. With the labor of each and every employee, representing the United States and indeed the world's diversity, USAID empowers people with the ability to shape their own lives."

"Ask not should I help the brother, but ask what will happen if I don't help the brother."

REVEREND DR. HAROLD A. CARTER SR.
Pastor, New Shiloh Baptist Church, Baltimore

The program began with an audiotape excerpt of King's speech, "The Drum Major Instinct," in which he said, "Everybody can be great because everybody can serve." This was followed by a rendition of one of King's favorite songs, "If I Can Help Somebody," by Sylvia Lankford of the Bureau for Management.

Students from Bailey's Elementary School for the Arts and Science, Fairfax County, performed dances and songs and gave oratorical presentations saluting King.

The program, cosponsored by the Office of Equal Opportunity Programs and the USAID chapter of Blacks In Government, concluded with employees reading the litany "Let My People Go" in commemoration of King. ★

By Gloria Blackwell, Office of Equal Opportunity Programs



During the commemoration of Dr. Martin Luther King Jr.'s birthday, Inspector General Everett Mosley greets the Reverend Dr. Harold A. Carter Sr., who marched with King in the 1960s.

The Challenge of Assisting Democracy

GERALD F. HYMAN | EDITORIAL

In one sense, democracy assistance is at the cusp of two challenges, the first of which we have met, and the second of which we need now to tackle.

The first challenge was to establish democratic governance as a core element of the development effort in general. Initially, the resistance was formidable.

To many development professionals, inside and outside USAID, democracy programming was not only a misappropriation of scarce resources. It was counterproductive because it entangled development efforts in the internal political life of the host country. It would align us in the political game itself, favoring some political actors over others—as if the changes required for economic development were nonpolitical or political arrangements were irrelevant to economic systems or the requirements for changing them.

It is now hard to find professionals who do not see the need for political reform and good governance, both for their own sake and to support other reforms.

The new, second challenge is to supplement our initial hypotheses and generalities with concrete evidence about what works and what does not—or rather what works well and under what circumstances, and what works less well or not well at all.

Depending on the region, democracy assistance has been with us for a decade or two. We need to take a hard look at our own experience and that of other

donors. We cannot support a critical development sector with well-meaning but ineffective slogans.

The newly reorganized Office of Democracy and Governance (DG) will concentrate on four priorities. First—and most important—is support to missions and bureaus. That is our primary mandate. Second is building a professional DG cadre. Third is working with our bureau colleagues to address the problem of failed and failing states. And fourth is a systematic, rigorous evaluation of democracy assistance of the kind described above.

We believe these four priorities are really of one piece: serving missions and bureaus. We will not truly serve them unless we build a truly professional cadre. And we cannot do either unless we review our results continuously and dispassionately. Those results may not always be pleasing to any of us. Some of our most cherished programs may be subject to criticism and revision. But unless we all learn from our experience, we will never improve upon it.

We hope in the next few months to develop a method and a schedule for all four of these priorities—particularly the systematic review—and to enlist the support of our missions and bureaus in all of these efforts. ★

Gerald F. Hyman is Director of the Office of Democracy and Governance.

In Darkening Pools

JEFFREY ASHLEY, WITH HEATHER EVANS | EDITORIAL

HUAMBOA, Angola—I am just back from a field trip to the province of Huambo located in the central highlands of Angola. There was a landmine accident yesterday outside Huambo City—one no different from the many thousands this country has experienced in the past 30 years of its bloody war.

Seven people were killed and 15 injured—four critically—on a “cleared” road. They were farmers, peasants, and other poor people looking to support themselves and their children and searching for their daily ration or a daily wage. Perhaps they were innocent people who had never engaged in battle or political confrontation during this unforgettable war. And now they are victims—unequivocally those most affected by the civil war.

As senseless and tragic as they are, accidents of this nature will continue to occur because millions of mines and unexploded ordnance remain under the earth. Despite the many positive changes since the recent cessation of hostilities and almost universal expectations for a better future, throughout Angola landmines lie in wait to maim and kill, truncating the dreams and hopes for a war-free nation.

I went to the hospital today to visit the victims of this appalling landmine accident. Besides the frighteningly traumatic amputations and blast injuries characteristic of antipersonnel and antitank mine accidents, I saw the fear embedded in the victims’ eyes—the look of bewilderment

and shock.

A badly injured little girl is crying in an all-too-familiar, repetitive, monotonous tone: “Mother it hurts, mother it hurts!” Her anguish is almost too painful to describe. But there is no mother there for her. There is no one to care for and nurture her or to soothe her nightmarish fears except the exhausted, overworked nurses who attend to her wounds periodically throughout the day. This girl is alone in hospital, too young, innocent, and ill-prepared to absorb the enormity and horror of yesterday’s disaster. I touched her face and attempted to smooth her matted, blood-encrusted hair. I tried to calm her wounded soul and body with a simple touch—a palliative, if futile gesture.

To see what landmines do to human beings is to see the worst of man’s inhumanity to man. Yet the anger engendered by the cruelty of such senseless human devastation fuels a desire to work even more passionately to clear these menacing envoys of war. Removing these devices from Angola will undoubtedly reinforce the healing process and rekindle hope for the innocent who suffer most in this dark and beautiful land. ★

Jeffrey Ashley was the Director of Projects for USAID/Angola and is currently Regional HIV/AIDS Advisor, REDSO/ESA (Nairobi); Heather Evans is Emergency Disaster Relief Coordinator, USAID/Angola.

New Entry Professional (NEP) Sees Changed World

LYNN VEGA | EDITORIAL

I can still remember the chill that went down my back when I heard that our colleague Larry Foley had been gunned down in Amman, Jordan, in late October. I had never met him, but his death affected me deeply.

Just over a year ago, I and 37 others pledged to protect and defend the constitution as Foreign Service Officers with USAID. We were in the fifth class of New Entry Professionals—NEP V.

Our first day with USAID was September 10, 2001.

The next morning, as we signed paperwork saying we were available for worldwide service wherever Uncle Sam needed us most, airplanes-turned-missiles were slamming into the World Trade Center and the Pentagon. Development and diplomatic priorities began to shift just as we were signing.

The weeks after were filled with bomb threats and anthrax scares. Soon after the U.S. military strikes began in Afghanistan,

calls went out for volunteers to serve in Pakistan, Afghanistan, and other critical posts.

As we built up our presence in Afghanistan, other embassies were closed as terror plots came to light. Our colleagues were evacuated. Families were separated. People who had once been overjoyed to travel the world with their children were now afraid to put them on the school bus each morning. The Foreign Service world was changing.

Having been a USAID contractor in Central America during the 1990s, I was well aware of the risks faced by our diplomatic corps. But with specialized safety training and preparedness plans, there was always an inherent sense of security.

September 11 changed all the rules. It suddenly became clear that for terrorists there is absolutely no distinction between official Americans and their families. When a grenade thrown into a Christian

church in Islamabad in March 2002 killed an embassy spouse and her daughter, I realized that I could be putting my children in harm’s way—even in the places I usually felt the safest overseas.

As the assignment process for my first overseas post was set into motion. My anxiety level escalated.

Prior to September 11, I would have welcomed an assignment to almost any USAID post. But the scary new realities of the post-9/11 world forced me to reevaluate and establish my new comfort zone.

Could I take my boys to the West Bank? How about Egypt? Or Bangladesh? In each of these places, my job would be challenging, but would my children be safe? Was it acceptable for me to jeopardize my family so that I could live my dream of helping my fellow man?

We all wanted to keep our families out of harm’s way, but we joined USAID to make a difference in peoples’ lives and many

high-risk countries posed the greatest opportunities to make a difference.

In the end, I was assigned to Kingston, Jamaica, a far cry from Kabul or Islamabad. My boys will have lots of freedom and enjoy island life. But we will remain vigilant because no post is safe in this new world.

Meanwhile two friends took their two daughters to Bangladesh, two others were sent to Indonesia but were evacuated, and another family was issued gas masks and antidotes shortly after their arrival in Tel Aviv.

Although I admire their bravery, I could not follow in their footsteps. They are my heroes and I’ll pray for their safety. ★

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The opinions expressed on this page are those of the authors and do not necessarily reflect the views of USAID.

Mission Directors' Training Receives High Marks

WASHINGTON, D.C.—New mission directors and deputy directors convened January 28–31 for an orientation and training forum that received high marks from participants.

"We see real movement on the Agency's commitment to provide training on a broad range of issues for senior managers," said Paul Weisenfeld, Mission Director for Zimbabwe.

The underlying theme of the conference was "What I wish I knew," tapping key learning from USAID's most seasoned Foreign Service Officers. Sessions were held on knowing your job, addressing human resource issues, and managing personal stress, and on leadership, strategic planning, business systems transformation, security, good political management, and working with Congress and the media.

Bill Jeffers, Mission Director for Croatia said, "This is a chance to give first-time directors some of the skills handed down over the years as best practices." He also noted the importance of USAID senior staff attending the Foreign Executive Institute to hone leadership and management skills.

Rita Owens, Project Manager for Executive and Senior Management Training, developed the training program and organized the logistics for the week-long forum, which included opportunities

for dialogue with the Administrator and a host of senior managers and outside experts. One mission director commented, "This training has been the best I have attended in 20 years with USAID. The support (computer lab set-up, hotel and information) was superb. It is evident that much effort and imagination went into conceptualizing, planning, and executing."

"In addition to the formal training," said Owen, "we provided time for sharing and socializing so participants could also learn from each other."

Some new directors wished more time was spent working with the Department of State, and, specifically, with ambassadors. One noted it would be good for USAID to ensure that State's ambassador training includes a full briefing on USAID as a valuable resource on the country team. Others thought individual consultations and one-on-one sessions would prove useful, especially on difficult personnel issues or for in-depth training on how to improve media relations skills.

"It would have been great to have a second week," said Michael Yates, Mission Director for the Philippines, "So many of the issues we're focusing on could be covered in greater depth to the advantage of us all." ★



Mission directors convened in Washington, D.C., January 28–31 for training and orientation. "The mix of presentations and topics greatly contributed to my understanding of my role as mission director," said one participant.

USAID's FY 2004 Budget Request

WASHINGTON, D.C.—President George W. Bush has requested \$8.7 billion in fiscal year 2004 for development and humanitarian assistance administered by USAID. It includes increases in basic education and agriculture, two priority areas for the administration.

Increases in funding for HIV/AIDS and the Famine Fund, recently announced by the President, are not reflected in the budget summary shown here.

USAID receives funds from several accounts: Child Survival and Health (\$1.495 billion), Development Assistance (\$1.345 billion), International Disaster Assistance (\$236 million), Transition Initiatives (\$55 million) and P.L. 480 Food for Peace (\$1.185 billion).

The accounts of Support for East European Democracies (\$435 million) and FREEDOM Support Act (\$576 million) fund programs in Europe and Eurasia and are jointly managed with the Department of State, while Economic Support Funds (\$2.535 billion) finance programs administered by USAID at the State Department's request.

The budget request builds on USAID's programmatic pillars: Democracy, Conflict, and Humanitarian Assistance; Economic Growth; and Global Health. Global Development Alliance, USAID's fourth pillar, will receive \$15 million to mobilize alliances with and resources from the U.S. public and private sectors. ★

FY 2004 BUDGET REQUEST, IN MILLIONS

Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)

Democracy and governance, conflict mitigation, and human rights	\$212
Transition initiatives	\$55
Disaster assistance	\$236
Food assistance	\$1,185

Bureau for Economic Growth, Agriculture and Trade

Education	\$262
Agriculture	\$269
Business, trade and investment	\$316
Environment	\$286

Bureau for Global Health

HIV/AIDS	\$750
Family planning and reproductive health	\$346
Child survival and maternal health	\$285
Other infectious diseases	\$104

Bureau for Europe and Eurasia

Serbia	\$95
Kosovo	\$79
Bosnia-Herzegovina	\$44
Russia	\$73
Ukraine	\$94
Central Asia	\$157

Economic Support Funds

Egypt	\$575
Israel	\$480
Jordan	\$250
West Bank and Gaza	\$75
Middle East Partnership Initiative	\$145
Turkey	\$200
Pakistan	\$200
Afghanistan	\$150

Operating Expense

Operating costs	\$604
Capital investment	\$146



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